

READER'S GUIDE TO THE BUDGET

This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2011-12 budget. The budget is separated into three major sections: the Overview, the Operating budget, and the Capital Improvement Program.

Overview

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating budget and the Capital Improvement Program, as well as information on personnel allocations and debt management issues.

Operating Budget

The Operating budget section has seven tabbed sections. The first section provides a summary of the operating budget and the remaining six sections provide detailed budget information for six main functional areas. The summary section begins with a budget overview, including revenue assumptions, information on the policies used to develop the budget, and an overview of expenditures. The overview is followed by tables providing detailed information on fund balances, revenues and expenditures. The following six sections are separated by functional area, which are Policy and Leadership Group, Internal Services, Community Development, Community Services, Public Safety, and Public Works. Within these broad categories, the budget is organized on a department, or program group, basis. Summaries, financial and descriptive, are included for departments containing more than one program. The summary page is followed by detailed information for each program. Some departments consist of one program only, and thus only one page is included for them. For each summary and program, a financial history and the 2011-12 budget figures are presented. If applicable, also included are narrative statements describing program activities, associated workload measures or performance objectives, key achievements for 2010-11 and key goals for 2011-12.

Capital Improvement Program

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables by funding source and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and detail expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

Appendices

The Appendices contain a detailed listing of the 2011-12 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on the Gann Limit, budget process, accounting system and budgetary control, the adopted Resolutions for the budget, and a glossary.



Carlsbad City Council
2011
Five-Year Vision Statements



City Council continues to clarify and pursue the vision of Carlsbad that reflects the pride and quality of life for all who live, work, and play here.

Carlsbad . . .

- Provides a diverse and healthy economic base that creates opportunities for employment to the residents of Carlsbad, economic vitality to the community, and the necessary revenues to support City services.
- Provides programs, policies and decisions to implement the General Plan, enforce the Growth Management Plan, maintain the safety and security of its citizens, and are based on what is best for Carlsbad.
- Occupies a leadership role in local and regional planning, (e.g., water, beach, circulation, and environmental issues) important to local governments actively involves addressing governmental issues at the local, state and national levels.
- Provides an open government leading to the betterment of the community and encourages in a non-partisan manner active citizen participation and involvement with the City Council and the City's Boards and Commissions.

And Carlsbad Efficiently and Effectively...

- Delivers top-quality public services.
- Manages its environment proactively, including:
 - ◇ Open space
 - ◇ Wildlife habitats
 - ◇ Water quality/conservation
 - ◇ Beach preservation
 - ◇ Air quality
 - ◇ Resource conservation and waste reduction
- Promotes a safe and efficient integrated transportation system.
- Maintains citywide "small town" community spirit.
- Provides a community where continuous and life-long learning is supported and encouraged for people of all ages.
- Looks ahead and works to anticipate changes that are required now in order to make a better future for its residents.

ABOUT THE CITY OF CARLSBAD

The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The City is governed by a five-member City Council under the Council/Manager form of government. Although the “village” dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the City is over two-thirds developed and is expected to grow from a population of 106,555 to 117,000 once its 42 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 34 hotels offering over 3,600 rooms for tourist lodging; over 20 auto dealers; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



The City provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library, planning and zoning, building and engineering, various maintenance services, and administration. The City provides water services through the Carlsbad Municipal Water District, a subsidiary district of the City. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual City services, Carlsbad offers a wide variety of programs to help local residents and businesses. The City has a Redevelopment Agency with two active areas: the Village Redevelopment area that encompasses 0.4 square miles of the downtown area; and the South Carlsbad Coastal Redevelopment area, which is just south of the Village Redevelopment area and fronts the Pacific Ocean. The City's Housing Authority administers federal housing assistance to 606 low-income Carlsbad families. Older Carlsbad residents receive assistance through the City's senior citizen programs.

School programs and facilities are provided by four different school districts located within the City boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad's residents. Thus, the Council and staff work with the school districts on a regular basis.

